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WEEKLY BULLETIN

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THE ARCHITECT'S PAYMENT

By R. Clipston Sturgis, F.A.I.A.

Planning and constructing regardless of cost is easier and costs less in draughting than planning carefully for economy. On the commission basis the former is encouraged, and the latter is penalized. The more the work costs, the more is the architect paid. Every economy he makes for the owner reduces his own fee.

Quite apart from these obvious reasons for giving up a payment based on the cost, it is an undignified method of payment for the services of a professional man. No doctor or lawyer is paid on such a basis.

The basis of a fee and costs is:

First, the value of the professional service, and this can be really based on (a) the amount of personal service of the chief. Obviously domestic work will require more of this service than a commercial or a public building; (b) the length of the service, months or years. (c) the approximate cost as an index of the financial responsibility in the undertaking.

Second, the cost of rendering full architectural service, (a) drafting and overhead in the office; (b) service of engineers, civil, structural, domestic, etc., and (c) the cost of supervision outside that given by the office, i. e., clerk of the works.

These two can be determined, the first definitely and the second estimated, and the owner will then have a complete estimate of the cost of the service.

The architect, after being given as full information as is possible in advance, can estimate the cost of the building, and he will naturally take pride in making these two estimates of the building and of the services, as accurate as he can, and will try his utmost to keep within them.

The architect and the owner have now a general survey of the whole; the cost of the building; the time for planning and execution; and the cost of service. Payment for service can then be arranged on a monthly basis.

Payments

(1) 20% of the fee is reserved for a final payment. This 20% is also used as a full payment to close the account, if for any reason (except the fault of the architect) the work is given up before completion.

(2) The 80% remainder is then divided into equal monthly payments covering the estimated time of the service, and on the 1st of each month this payment and the monthly draughting is paid. So that the architect, instead of waiting, perhaps six months, for his first payment is paid regularly every month from the start.

Take one or two examples to illustrate how this system is applied, The First National Bank of Boston. This was in 1906-7, and the estimated cost, to determine in part the salary, was $514,000. The salary was **fixed** at $8,000 a year for two years, $16,000; the draughting **estimated** $15,000; engineers and clerk of the works estimated at $9,000. As against $514,000 the building cost $592,000. The work was completed within the two years.

The fixed fee remained	$16,000
Draughting (Estimated $15,000) was	15,218
Engineers and Clerk (Estimated $9,000) was	6,071
Estimated total $40,000 was	$37,289

It will be noted that the increase in cost of building did

See STURGIS—Page 4

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Central Methodist Church, 25 E. Adams Avenue
Wednesday, May 5, Dinner at 6:00 P.M., 75c
Speaker: Wilfrid Laurier Husband
Subject: "How America Lives, Today and Tomorrow"

* * *

To Tell of Post-War Homes

Smart-looking homes hot off the assembly line and costing little more than a motor car, are foreseen for the postwar era by Wilfrid Laurier Husband, economist and architectural authority.

Beautiful color motion pictures will be used to illustrate private and public housing problems, city and regional planning, and their postwar solution at his lecture Wednesday evening, under auspices of the Central M. E. Church.

Husband

"Experience with pre-fabricated war housing, use of plastics and other new techniques will show us how to put home building on the low-cost, streamlined basis achieved years ago by the automobile industry," Husband predicts.

With economy and speed, already won in the pressure of war needs, there will be greater originality, variety and durability in postwar homes, he says.

Self-Cleaning Windows

For from $4,000 to $5,000, middle-class families will be able to buy homes heated by the sun's rays, air-conditioned, and connected by television with retail merchants as well as radio. These homes will also have kitchenless vitamin dinners, walls that radiate light, housecleaning done by electrostatic treament, and insulated glass walls that clean automatically and let in outdoor beauty wihout heat or cold, Husband believes.

"Americans with yearly income of $1,200 or less are the greatest undeveloped market," he continues. "For this market Norman Bel Geddes, Walter Teague and other outstanding designers have planned homes costing about $1,800 for a family of four."

He added that these revolutionary developments would spur college as well as post-graduate romances, permit marriage on a moderate budget and enable housewives to keep their youth and beauty.

"Other postwar objectives are: Removal of blighted areas, decentralization, more 'green space' between homes, elimination of the outworn block system of street layout, building of Neighborhood Airports and homes with small plane hangars, or flat roofs for helicopters.

Aid Full Employment

"Homes are the heart of our democracy—one of the vital things we fight to protect," Husband concludes. "It is absurd irony that slum clearance and really modern, inexpensive private homes are still jobs to be done. With our present production lines eventually mobilized for peace instead of war, our huge plants and personnel will be kept busy translating our democracy from a pleasant word into still more agreeable reality."

Thomas Jefferson, whose 200th anniversary is now being observed, had a hand in setting the design of Detroit's streets, according to documents in the Public Library's Burton Historical Collection. One of these, a letter from Thomas Smith, a surveyor, to the first mayor of Detroit, John R. Williams, dated April 28, 1831, says in part: "It may be proper for you to know that the first plan of 1805 was approved by Mr. Jefferson . . ."

Jefferson's connection with a city plan for Detroit came about largely through Judge Augustus B. Woodward. After the disastrous fire of 1805, Woodward in spite of opposition from many, wanted to rebuild Detroit according to the design which Pierre Charles L'Enfant, a Jefferson appointee, had made for Washington, D. C.

THE BOTTLE NECK OF INSTITUTE SERVICE

By C. Julian Oberwarth, F.A.I.A.

My reply to the "Letter from Detroit Chapter Member" seems to have aroused considerable comment—nearly all good.

It was not written for publication, however, and was not intended to be a detailed discussion of questions raised by Mr. Silverman of Philadelphia in your March 23rd issue. In justice to our program, that should be made clear, and in justice to our many members at the University of Michigan, I think permission should have been obtained to publish the name of the resigning professor.

As for Mr. Silverman's diatribe, everyone familiar with the membership expansion program in this District knows that one basis for it has been a desire to accomplish most of the very things he suggests. This was all outlined in my report of nearly two years ago along with details of the related Institute financial picture. The principal difference between what Mr. Silverman wants and what the rest of us want is that he proposes to pull it out of the clouds with magic words and wishful thinking. Amen!

We believe it takes hard work and extra money. It is rather like the old question of which had to come first, the chicken or the egg. Since the first chicken had to start without an incubator, we believe he arrived before the egg. Since no philanthropic incubator exists from which to hatch financial eggs for our general fund, we believe we have to get new members and dues before we can expand our services.

It is unfair of those outside the Institute to expect money to be spent for things they want before they kick in their share. It is unfair for those inside the Institute to raise a storm about the situation until they have contributed substantially toward building up the membership from whence the dues must come.

Thus you see the stalemate which has prevented increase in services or increase in membership, for years. It is the thing we are trying to break up. First step in that direction is to get enough members to add new services. This will attract new members, and the more new members the more we can offer and the more we offer the more new members!

The really hard job is getting this membership snowball started over the hill, but those who know how well we are succeeding are convinced that we have located the bottleneck and are on the right track.

We agree that we can learn some things from the medical profession. That's where we got a lot of our ideas! But Mr. Silverman must just be guessing because we are, comparatively, already far and away advanced over the American Bar Association. You see, we consulted a lot of lawyers, too, in making our plans, copies of which have subsequently been furnished to every Chapter in the country.

If all would just put their shoulders to the wheel and help break up the membership stalemate which has been gumming up the works for so long, then we could surely build the Institute to its proper strength and power in time to meet the challenge and opportunities that are sure to come at the war's end.

Bye-n-bye comes dream day, when architects will occupy their designated place in society. Perhaps even the millenium, when we will be united in mutual respect and pulling together toward improvement not merely of our own position but of that which is far more important, the common good of mankind. Who knows??

PRODUCERS TO HEAR WALSH

At E.S.D., May 10, 1:30 P.M.

Richard S. Walsh, sales engineer of General Electric Co., will be the speaker at the Producers' Council of Michigan meeting in the Rackham Building, Detroit, on May 10.

No organized luncheon will be held, but members and guests will assemble at 1:30 P.M. for Mr. Walsh's talk, which will be illustrated by motion pictures. All architects are invited to attend.

STURGIS (Continued from Page 1)

not increase either the fee or the other costs and that the estimated time of two years was kept.

Now ake another bank, 1919 to 1922, The Federal Reserve. The building was estimated in 1919 at $2,000,000 to help fix the fee, and the fee was fixed at $20,000 a year for two years to two and a half years, i. e. $40,000 to $50,000. Almost at once it was proved that the site already bought was inadequate and nearly a year was spent in examining other sites. The site finally bought was much larger and the estimated cost was $3,000,000. This did not affect the fee per annum but increased the length of service to three years. The final cost of the building was approximately $3,660,000, $250,000 of this extra was on the vaults. The architect did the furniture and interior decoration and again this was included in the fee, but involved more draughting so that eventually the total cost of building was approximately $4,200,000, and the services were:

Fee, 3 years	$ 60,000
Draughting	56,674
Engineers & Clerk of Works	100,100
	$216,774, Say

$217,000 on a cost of $4,200,000 or about 5%.

In contrast to this fee, the Housing done at Bridgeport, 1917-18, for the U. S. Housing Corporation cost between $4,000,000 and $5,000,000 and the fee there was $6,000 a year —a perfectly reasonable salary for designing fifteen or twenty units that were then duplicated.

Take now a commercial building—much simpler than a bank. Dorchester Telephone, 1920.

Estimated Cost 500,000. Actual Cost $584,000.

Fee	$12,500
Other Expenses:	
Draughting	8,212
Engineers	5,102
Incidentals	2,700
	$28,500

Here the architect's fee plus draughting was $20,000 or less than 4% and the whole cost of service was about 5%.

Domestic work is, of course, more expensive, for the architect's personal service is much more called upon and extends from the earliest sketch to the last detail of finish and includes much personal superintendence.

A house on Long Island built in 1925 was estimated at $80,000 but like many private houses it grew in scope and finish and finally cost $162,000, twice the original estimate. The $7,000 fee remained fixed and the draughting was approximately $5,000. This is 15% on the estimated cost but only 7% on the final cost.

Some office work which has carving and lettering will show a much higher percentage. A tablet erected on the Common in 1914 cost $3,073 and the fee was $250 and the draughting $336. So that architectural service was about 20% on the cost.

Another gravestone cost $325 and the fee and draughting $175.

No exorbitant fee was charged on either of these and yet it would have been a dead loss if charged on a 10% or even 15% basis, but the owner was perfectly satisfied to pay a reasonable fee for the architect's service and the actual cost of the service.

From my own experience extending over 20 to 25 years, I am convinced that this method of charging is logical, and perfectly fair to both owner and architect.

In the high brackets, work running into millions, the cost of service is well under the normal 6% and in the lower brackets, domestic work under $100,000 or small decorative items such as a Church Rood Screen or Choir Stalls, it would generally be over the usual 10%—but in all cases, the owner has felt that the fee, representing the net profit to the architect, was entirely reasonable.

One other point in connection with this system is of considerable value. When the fee is fixed 20% is reserved for a final payment, and this sum may also be used in case the service is abandoned. Here is a very fair and simple way of adjusting the amount to be paid if the work is abandoned. The paragraph covering this in the contract reads:

"The architect shall receive salary for the period of his services only, but, if the work is abandoned and the employment of the architect consequently terminated, he shall be paid in addition to the $—— a month, the further sum of $——" (i. e. the reserved 20% of the total fee.)

There are certain obvious advantages to this system for the architect:

(1) No work is ever done which does not show a definite profit.

(2) Payments both on account of the fee and the current draughting and overhead are paid every month.

(3) The architect is encouraged to put all his professional skill at the disposition of his client to arrive at economical planning and construction. Five hundred spent in draughting might easily save five thousand.

(4) The architect is freed from the onus of receiving more pay if the owner deliberately increases the cost by the use of more costly material, involving no work on the architect's part.

The one great advantage for the owner is that the architect, having no financial interest in the cost, can put all his time and skill on his professional service and on studying for economy for the owner.

The one great disadvantage which has hitherto hindered its adoption is that the architect does not make abnormal profit on the big job—those over a million. In the large city offices, the profit on a three million job would enable an architect to do domestic work on a 10% basis and lose money. This would often keep an influential client.

On the whole, the advantages far outweigh these disadvantages and it gives the architect true professional standing.

NEW MASONRY PAINT ANNOUNCED BY EVERCRETE CORPORATION

The discovery of a new and completely revolutionary principle in masonry paint is announced by the Evercrete Corporation of New York City. The new product has been titled "Colorthru" because of the penetrating action of the solution.

Using Evercrete, the company's waterproofing agent as a base, their chemists after months of experimentation and tests were successful in developing this new paint that is said to penetrate, waterproof and preserve masonry surfaces.

According to officials of the company, a portion of "Colorthru" penetrates into the concrete causing a chemical reaction that solidifies the component parts of the concrete into one solid mass. This acts as a binder for the pigment portion, which remains on the surface to offset burning off from beneath.

The paint retains a fine glossy finish, and the wearing qualities are protected by the curing of the concrete or masonry to which it is applied.

"Colorthru requires no etching or primary coat, and can be applied over old or new cement, concrete, stucco, brick and masonry," explained Clyde Varney, Detroit, sales representative in Michigan for the Evercrete Corporation. "It can be used on surfaces that are damp or dry, painted or unpainted, inside or outside.

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Frank Edwin Wright, son of Frank H. Wright, A.I.A., has been commissioned on ensign in the U. S. Navy, after several months training in Texas. He left on April 27 for New York where he will receive indoctrination, then further training before being assigned to active duty.

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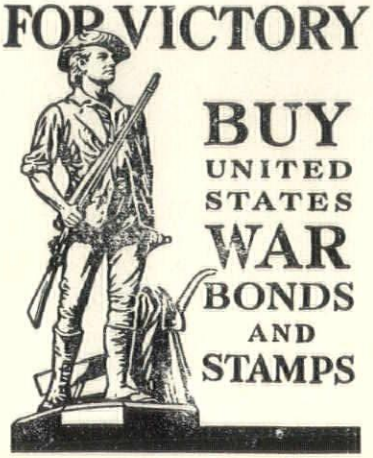
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More Thoughts on Architectural Practice

By Victor A. Matteson, F.A.I.A.

Prompted particularly by section (b) of Mr. Weitzman's interesting article in the March 16th number of the M.S.A. Weekly Bulletin, on "Thoughts on Architectural Practice," it occurs to me to submit some further thoughts that have been in mind for some time. It is true that in recent times conceptions on the part of the public as to the needs of professional advice have changed greatly. On the resumption of private building operations after the war, it is probable that still greater changes will develop. Attempts on the part of architectural organizations to maintain the firms with more complete organizations no doubt do furnish the most and more efficient service where large operations are considered. Hence the attitude of the old ideals and methods of practice, particularly on the part of the smaller firms, will probably not succeed. The larger firms with more complete organizations no doubt do furnish the most and more efficient service where large operations are considered. Hence the attitude of the government in the past, and at present in connection with war work. The result is that where large undertakings are under consideration—and the after-the-war projects may well be large ones—the small architect must either double up with others to form a well rounded organization, or work for others on a salary, or go out of business. While this may be disputed, it seems self evident that a small architect accustomed to handling small projects, simply cannot handle a large project efficiently and at the same fee that a large firm can.

Matteson

On the subject of fees, it should be pointed out that the size of fees cannot be established and successfully maintained by law, nor by the rules or recommendations of architectural organizations. The laws of supply and demand are bound to prevail, influenced only by the quality of the service rendered, its nature, and quantity.

The simplification of design and the recent "functional" trend, which has little on which the layman—or anyone else—can formulate basic principles of excellence, places a premium on the untrained, unskilled or lazy designer. So far as the public is concerned it can easily assume that most anyone, including the engineer or the builder, can handle it very satisfactorily. The almost entire elimination of ornamental details makes the physical work of design much simpler and cheaper. The client, therefore, can well argue that a smaller fee should be accepted—so far as that part of the work is concerned.

The predicament in which the architectural profession now finds itself is well outlined in A.I.A. Bulletins No. 17 and No. 18, 1942, which points out, among other things, that the situation confronting the architect is one which the architects have themselves very largely created by too great concentration on a few aspects of their profession, giving the public the impression that the architect is "first of all an artist." An artist is probably not just what the public wants, but now that the architect has washed out most of what heretofore was considered the "Artistic," by his acceptance of the so-called functional design, there may not be, in the minds of the public, much left for him to do.

Efforts to compel the public to patronize architects, through registration laws and State Codes, has failed and will fail, because such laws can legally but protect the public

See MATTESON—Page 3

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MEET LIEUTENANT COMMANDER PALMER

Our good friend and past-president, C. William ("Bill") Palmer, has been inducted into the service of his country, as Lieutenant Commander in the United States Navy.

As an architect of the first magnitude, and with his experience in World War I, he will make a valuable contribution to the nation's war effort. In the first World War Bill had an important part over seas in building air fields.

Palmer

His commission would seem to refute the belief that seems quite prevalent in the profession, that there is no place in this war for architects. Architects can get into the service and once they are in we believe they will prove that their training and experience fits them for a multitude of important duties—that they are not just picture makers, called in to put some ornament on a building after the more imporant big wigs have designed it. Architects are planners, coordinators and have ability that can be surpassed by no other branch of training.

Bill was sworn in on May 8, he leaves soon for Camp Perry, near Williamsburg, for indoctrination, thence to another camp to meet his batallion. Good luck to you, Bill, I don't think I'll cash in my war bonds, after all.

WARDWELL NAMED PRESIDENT OF D.S.P.

At a meeting of the board of directors Tuesday, H. F. Wardwell, executive vice-president of Detroit Steel Products Co., was elected president of the company. V. F. Dewey, who has headed the company as general manager and president for 25 years, became chairman of the board. R. W. Weed, Eastern sales manager, was made vice-president. Other officers were re-elected. They are: Mason P. Rumney, vice-president; Edgar R. Ailes, secretary-treasurer; J. A. Steinhoff, assistant secretary; H. D. Palmer, assistant treasurer.

Wardwell

Mr. Wardwell, new president of the company, graduated from Cornell University school of architecture; was associated with Albert Kahn for a period of years; joined the estimating department of Detroit Steel Products Co. in 1910; and has been successively assistant to the sales manager, Eastern sales manager, general sales manager, vice-president and executive vice-president.

The company, which in peace-time is the country's largest maker of steel windows and one of the largest manufacturers of steel automobile springs, is now engaged entirely in war production.

MATTESON (Continued from Page 1)

against the danger involved where unqualified persons attempt the design and supervision of structures dangerous to health, life or limb.

A mistake has been made in attempting by law or otherwise to draw a line between the functions of the architect and some forms of engineering. An engineer can be, and frequently is, as competent a "Masterbuilder" as the architect, and usually can find no great difficulty, in an office building for instance, in executing a "functional" design quite satisfactorily, or in hiring some young enthusiasm to do it for him.

If the architectural profession is to survive, thought should be given to these considerations. Changes in the restrictions, and conceptions of professional ethics may become necessary, as well as a change in the method of compensation. Above all a broader and more comprehensive conception of the architect's field and his executive responsibilities, must be considered if he is not to degenerate into a mere picture maker—which it seems is what he is already being considered in many quarters—with all too much justification.

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Arthur C. Scheifle, Huron-Clinton Metropolitan Authority
"STUDY OF DETROIT'S HURON-CLINTON PARKWAY"
WEDNESDAY, MAY 19th . . . . . 8:00 P.M.

George F. Emery, Cilty Plan Commission
"ON DETROIT'S MASTER PLAN"
WEDNESDAY, MAY 26th . . . . . 8:00 P.M.

Presented by the University of Detroit in collaboration with the Citizens Housing and Plannning Council of Detroit

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U. of D. Series of interest to Architects

There has been a substantial increase in population within the Detroit area under the impact of war production. Many of the in-migrants will choose to become permanent residents of the area.

Immediately following the war there will be the dislocations of employment caused by conversion from war-time to peace-time production. For men returning from the service and for those who have been recruited to this area for war-time production, there must be employment at that level of skill for which each man is fitted. This will require cooperation among the various levels of government to provide useful employment on public works for those persons whom private industry cannot employ.

The City Plan Commission of Detroit has been preparing a six-year Post War Plan for Detroit and also a Master Plan for Detroit. Detroit has suffered in the past for the lack of such a plan.

On Wednesday, May 26, at 8:00 p.m., we will hear from Mr. George F. Emery, City-Planner and Secretary of the City Plan Commission, on "Detroit's Master Plan."

On Wesdnesday, May 19, at 8:00 p.m. we will hear from Mr. Arthur C. Scheifle on "Detroit's Clinton-Huron Parkway." This tremendous project involves the coordinated efforts of the following seven counties: St. Clair, Macomb, Oakland, Livingston, Washtenaw, Wayne, and Monroe. The chief feature of the proposed plan is the waterway and parkway development of the Clinton and Huron Rivers. It is attractive to all because it appeals to the popular allurement of waterways, parks, parkways, recreations, scenic, beauty, charming vistas, and restful delights. The plan holds such potential merit that it requires little imagination to vision it as one of the nation's outstanding achievemens of its kind.

On Wednesday, May 12, at 8:00 p.m. we will have Mr. Alex Linn Trout, Architect and Engineer, give us a talk on "Present-Day Planning Progress." Mr. Trout was a member of the firm of Malcomson, Higganbotham & Trout, in charge of real estate courses at the University, and is a special lecturer on Housing and Planning at Wayne University at the present time. He is a consultant for the National Resources Planning Board, and Executive Secretary of the Citizens Planning Council of Detroit.

Annual Meeting and Golf Tournament

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The Golf Tournament will be held at the Plum Hollow Golf Club, 21631 Lahser Road and caddies will be available after 1:00 P.M.

Louis Kahn, president, shows a group of his associates the special certificate of commendation issued to Albert Kahn, Inc., for designing numerous Naval Bases.

ALBERT KAHN, INC., GETS UNUSUAL AWARD

Architectural Firm Receives Certificate of Commendation for Designing Naval Bases

An unusual honor has been paid the firm of Albert Kahn Associated Architects and Engineers, Inc., Detroit, for its work in designing buildings and facilities for numerous Naval bases.

This is in the form of a special, hand-engrossed certificate of commendation from Rear Admiral B. Moreell, Chief of the Bureau of Yards and Docks of the Navy Department, which reads:

"The Bureau of Yards and Docks, Navy Department, commends Albert Kahn, Incorporated, for outstanding services rendered—Their devotion and unswerving fidelity to the tasks in hand when designing buildings and facilities for Naval Air Stations and for other Naval Stations on numerous Pacific Islands, Alaska and Continental United States in furtherance of the Navy War Construction Program."

The tasks referred to were begun in 1939, following passage of a special act of Congress which authorized the Bureau of Yards and Docks to select an architect-engineer to design, and contractors to build, several Naval bases during the emergency without advertising for competitive bids. Albert Kahn, Inc., was chosen to prepare the drawings for warehouses, repair shops, hangars, hospitals, administration buildings, barracks, mess halls, officers' quarters and clubs for several bases, requiring some 1,650 large sheets, together with the necessary specifications. This was an emergency and the Albert Kahn Architects and Engineers met it by ignoring time and producing complete plans and specifications for an average of 1.9 buildings per day.

Three contractors were chosen for each project and an unusual procedure was adopted to expedite the work. Representatives of these firms, together with Captain Trexel, Admiral Moreell's able assistant, and the Chief Architect of the Bureau, and Captain Marshall would meet at the Albert Kahn offices, discuss each class of building, decide on type of construction, buildings required first, and all other details, and adopt a definite program of procedure. The plans then were prepared in the order agreed upon and prints were sent to the contractors immediately so they could begin lining up the necessary materials.

Practically all materials had to be fabricated on the mainland and shipped to the various bases, and most of the labor also had to be sent from the States. Nevertheless, the projects were completed in an amazingly short time.

While the bases referred to cannot be identified at this time, there were several of them and more than one has since featured prominently in the news of the war.

THE FUTURE OF TELEVISION

The next regular meeting of the Producers' Council will be held at the Rackham Bldg., Monday, May 10, at 1:30 p.m. and will include election of officers for the coming year. There will also be an address by Mr. Richard S. Walsh, Sales Engineer for General Electric Co., on the future of Television, and Mr. Walsh will show a very interesting film along with his talk. No organized luncheon is scheduled. Architects are invited.

HERBERT RUSSELL

The death of Herbert L. Russell on April 1, 1943, took from the service of the city a most devoted, civic-minded citizen, who long was an advocate of progressive planning. Mr. Russell became a member of the City Plan Commission in 1924 and served almost continuously in this capacity until 1935 when he became City Planner and Secretary of the Commission. As City Planner he was instrumental in preparing the present Zoning Ordinance and securing its enactment. Mr. Russell also devoted considerable efforts to publicizing the scope and objectives of planning through the medium of the **Planner**, a forerunner of the present publication.

In 1941, Mr. Russell was appointed Secretary of the newly established Board of Zoning Appeals and continued as Secretary until the time of his death.

The many friends of Herbert Russell will deeply regret his loss—**The Planner.**

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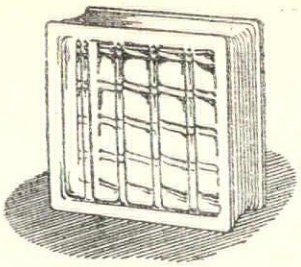

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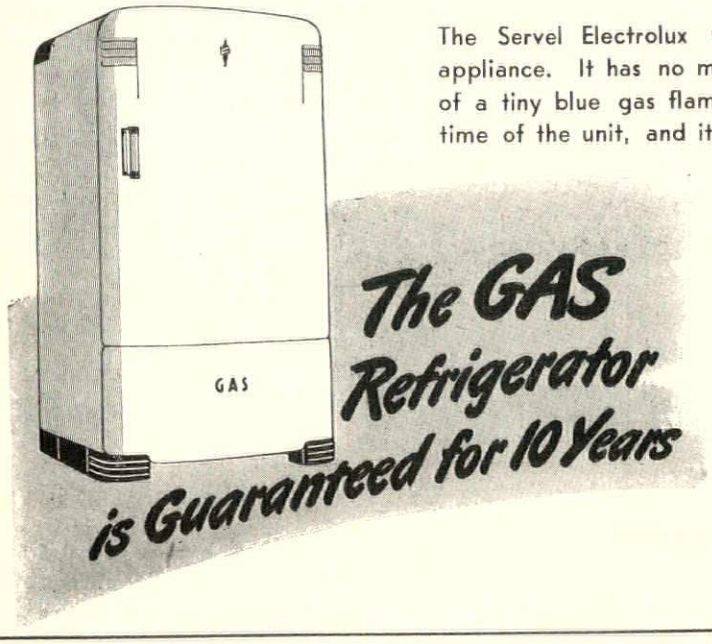

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ARCHITECT SEES VALUES RULE OVER NEW BUILDINGS

Kenneth C. Black Charges Slum Conditions Must Be First Consideration of New Planning Commission for Area

From Lansing State Journal

Lansing's number one post-war planning job must consist of the formulation of a definite policy for the stabilization of social and economic values in the community, the area not only within the corporate limits of the city of Lansing but in addition the surrounding communities which, combined with this city, comprise a metropolitan unit, Kenneth C. Black, Lansing architect, states as plans for post-war changes.

"It would be more spectacular to talk about post-war planning in terms of an expansion of buildings for the state or in terms of a new city hall, new auditorium and other new buildings which are the more visible evidences of planning, but these are merely details in the development of a community and it won't do much good to have many magnificent structures at which to look if the conditions under which we live are subjected to continuous deterioration," Mr. Black said.

At the present time Lansing, in common with most American cities, is faced with the fact that the values of its older properties near the business district are declining rapidly. At the same time shack-town developments are taking place immediately outside the city limits in all directions. The rapid decline of values with respect to close-in properties tends to create urban slum areas and the development of shack towns, he explains, is the inevitable forerunner or rural slums.

A combination of these two factors means that the areas of the city which are good residential areas at the present time are being squeezed betwen potential rural and urban slums. The property values of every citizen are being threatened by this condition and as these values decline, the financial condition of the municipal treasury itself, which depends upon taxation of these properties for its support, will be affected.

More important than the financial problems are the social problems which will inevitably develop if steps are not taken to correct these conditions. Slums, rural or urban, all have the same characteristics of juvenile delinquency, tax delinquency, fire hazards and the problems of sanitation, health and relief. Fortunately for Lansing these problems have been minor in the past but conditions as they now exist will make major future problems unless a courageous attempt is made to eliminate their causes before conditions get beyond control, he states.

Through the operation of the zoning ordinance, the Lansing city plan commission and the city council have the power to protect residential areas within the city limits against building which in the past has contributed to the lowering of property values. Theoretically the commission is supposed to have jurisdiction for a certain distance outside the city limits, Mr. Black explains, but actually this power is limited largely to the approval of major street extensions into new subdivisions and it has no control whatsoever over the factors contributing to development of slum conditions.

"Control of factors which cause poor conditions in urban areas about the city can only be achieved through the cooperation of cities, townships and counties which comprise the Lansing metropolitan area," he adds. "As a means of developing a program for improvement of social and economic values, I suggest that such a board be established, adequately financed and charged with the duty of presenting a suitable program designed to improve living conditions in the community by:

"1—Determining definitely and scientifically the location of both urban and rural slums and potential slums.

"2—Developing a program for the elimination of these areas without creating other slums in the process.

"3—Developing a program for the rehabilitation and use of tax delinquent and tax reverted lands in the area.

"4—Developing a program for the stabilization of employment in the area through an integrated public works program.

"5—Developing an integrated highway and transportation system.

"6—Developing an integrated educational and recreational system.

See BLACK Page 3

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DETROIT ARCHITECTS AND POST WAR PLANNING

Proposed Program for Detroit Architects to Participate in Group planning Study and Research for Post War Reconstruction.

By Buford L. Pickens, Chairman, Post War Planning Research Committee, Detroit Division, M.S.A.

Stimulated by the growing need to rebuild our decaying cities, some Detroit architects believe that the many fine words and sentiments about the architect's place in post-war planning should be transilated into positive action. In order to inaugurate such action, it is proposed to invite architects in the Detroit region who are sincerely interested, to meet together, possibly with other allied technicians, in a collaborative volunteer group for the purpose of engaging in planning studies and research.

This activity, it should be understood, in no way conflicts with the work of the present A.I.A.-M.S.A. Joint (3 man) Advisory Committee on Post-War Planning, but actually would complement it. Mr. Emery, Detroit City Planner has already stated that architects might do well to study the broader aspects of planning and carry on their own studies and investigations, conferring with his staff from time to time. Such activity could be useful not only in educating the architects in the nature of urban redevelopment problems, but it would also stimulate interest and discussion by the public, which is necessary before enabling legislation can be seriously considered. The present concept of an organic, flexible master plan is based upon a multitude of impartial studies carried on continuously by as many capable agencies as can focus on the complex problems, and be coordinated by the City Planner's Office.

Method of Operation

The immediate objective is to establish a common basis of terminology and arrive at some kind of unity in basic planning principles. This step has been suggested in order to make the group action effective as a whole. Preliminary meetings will be held to consider certain specific material. Discussions might center around such subjects as:

1. A review of the recently completed studies of neighboring cities and peripheral areas.
2. Problems of "land value" versus "land use value"; methods for the control and ownership of property; and the study of financial analysis of planning programs.
3. Reports on the planning activities of architects in England, San Francisco, New York, and elsewhere.
4. Report on the programming of possible planning problems in the Detroit area. For this, architects are urged to submit proposals for the study of specific planning problems in which they are particularly interested.

The long range objective of the research group is to isolate particular problems for serious study in drawings, models, charts, diagrams, photographs, and any other technique in which ideas may be presented clearly and orderly. The problems should be general enough to permit the free play of ideas, but specific enough in application to the Detroit area to warrant careful analysis and study.

The final results in the form of finished visual material should provide the basis of an interesting public exhibit, held sometime next fall or winter. This could do more to reaffirm the prestige of the architectural profession as a planning agency than any other kind of publicity. At least that should be the aim. Furthermore, the individual who participates will become familiar with the realistic basic problems in the Detroit area, and by demonstrating his ability, he might find clients, either private or public, with the capacity to employ him in the field of large scale group design.

NOTE: Since this original proposal was submitted, a comprehensive report has been published in *The Octagon* for April, 1943, "Planning for Urban Redevelopment", Part II, pp. 14-21. Members interested in participating with the local group should consult this report and leave their names with Talmage C. Hughes, executive secretary, 120 Madison Ave. Detroit, Mich.

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* * *

India is a pretty hot topic these days, and many people even here in Detroit have pronounced views on the subject. Both those who feel that India should have her independence now and the others who take a more conservative view of the matter are looking forward to the tak to be given at the Main Library by Shridharani on Monday, May 17, at 8:30 P.M.

Shridharani, a world-famous author who was born in India, has been very outspoken in his books in demanding a better deal for India, and it is unlikely that he will pull his punches when he speaks here on "Freedom for India in War and Peace." Admission to his talk is free.

PRODUCERS' COUNCIL ELECTS

At its meeting on May 10, Producers' Council of Michigan elected officers for 1943-44 as follows:

Wayne Mohr, of National Fireproofing Co., president; R. B. Richardson, of Spencer Turbine Co., vice president; H. C. Black, of Tremco Manufacturing Co., secretary; R. L. Deppman, of R. L. Deppman Co., treasurer.

George F. Diehl, liaison officer from the architectural organizations, reports an interesting program at the May 10 meeting. Mr. Richard S. Walsh, sales engineer, of General Electric Co., was the speaker. His subject, illustrated by motion pictures, gave the audience an insight into the future of television.

BLACK (Continued from Page 1)

"7—Developing an over-all zoning pattern which will insure the creation of areas that can be economically serviced with utilities and where workers and other citizens of modest means can live with a reasonable assurance that their investments will be protected from undesirable encroachments."

A planning commission to handle this job should consist of not more than seven members, two appointed by the mayor of Lansing, one by the mayor of East Lansing, two by the Ingham county board of supervisors and one each by the Clinton and Eaton county board of supervisors. It would be financed by these different agencies in accordance with their representation on the board. Operated on the basis of an advisory organization, the group of private citizens would receive the wholehearted cooperation of the state planning commission, Mr. Black, a member of the commission, states.

Politics should have no part in organization of the board, he adds, and immediate steps should be taken by the city of Lansing and the surrounding communities included in the metropolitan area to create such a commission, immediately, to begin study of the Lansing area and its post-war development. Lansing, having the most at stake, should take the initiative in formation of the commission.

75TH A.I.A. MEET TO DEAL WITH POST WAR PLANS

Old concepts of city planning must be discarded after the war, declares a report of the Committee on Post-War Reconstruction of the American Institute of Architects, which it is announced. will hold its seventy-fifth annual meeting in Cincinnati, May 26 to 28.

"American's will not be able to afford to have their ways of living and working hampered by city patterns that have outlived their usefulness," says the committee, of which Dean Walter R. MacCornack of Massachusetts Institute of Technology is chairman. "The nation is beginning to realize that large-scale design and large-scale rebuilding must be employed to bring the depreciated and decaying central areas of our cities up to a modern state of efficiency.

"Large-scale replanning in America does not mean planning by a dictator who knows how to give the people what is good for them. Planning in America means fundamentally the establishing of harmonious relationships between the individual and the community of which he is a part. Democratic planning means individual initiative attuned to the responsiveness of the group.

"It seems apparent that any comprehensive scheme for replanning and redevelopment must recognize the necessity for changing the point of view in planning from the basis of the locality and to planning for groups of properties and groups of buildings, instead of for the individual building and the individual plot."

The advent of the automobile, the creation of good roads and express highways, it is pointed out, have accelerated the revolution in our concepts of the use of land—urban, suburban and rural.

"Improvements in transportation during the past forty years," the report continues, "have stimulated two distinct trends: (a) concentration and intensive use of land at strategic points in the city; (b) a movement for decentralization and dispersion. These trends have produced over-concentration and congestion surrounded by rings of neglected and decaying properties.

"All types of cities have experienced some phase of these trends, and in all types of cities and towns will be found the neglected and blighted areas close to the business centers. In addition, all cities where growth has taken place have witnessed a rapid growth around the perimeter, often unregulated and frequently of a type which creates blight and many difficult problems occasioned by the transfer of land from rural and agricultural uses into suburban residential or industrial uses.

"Unregulated urban growth has created economic and financial problems which demand attention. A cause which has contributed to the chaotic growth has been the fact that the development of real estate has proceeded almost entirely on the basis of the development of single plots of property for individual ownership. Only in rare cases has effective planning been done on a group or locality basis.

"Expert opinion is now pretty well agreed that growth by small units, unrelated to the larger whole of district, neighborhood, and the city, is responsible for the present condition of great areas of blighted properties which are found in nearly all American cities."

Owners of property, the committee holds, must realize that they cannot plan their own properties without recognizing their relation to other properties. "Movement of pedestrians and vehicles within the city depends on plans made by the incorporated municipality," the report adds. "It is the established task of the municipality to maintain the streets and public services that are needed.

"Originally, cities took over and maintained as streets such paths and rights of way as the public found it necessary to utilize, or such street areas as the property owners found it convenient to turn over to the city for public communication. In early stages of development, most communities establish relationships as a result of habit or instinct.

"In our great modern cities, these services are so intricate that their details must be worked out by experts long in advance. Projects for water supply, sewers, rapid transit, have become an important part of the municipal task. In some cities the distribution of gas and electricity is a municipal service, although in most cases gas, electricity, telephone and telegraph communication, and often rapid transit, are services performed by public utility companies under charter from the city.

"Until recently the common councils or governing bodies in American cities have been responsible for the establishment and maintenance of the public services. As the complications of cities have increased, it has been found necessary to create professional planning commissions composed of trained technicians.

"To these commissions have fallen not only the responsibility for planning for the expansion and growth of modern cities, but the even more delicate responsibility for replanning the older sections of the cities to provide the improved facilities needed for modern life. We have learned that there is more to this than working out procedures for street widenings.

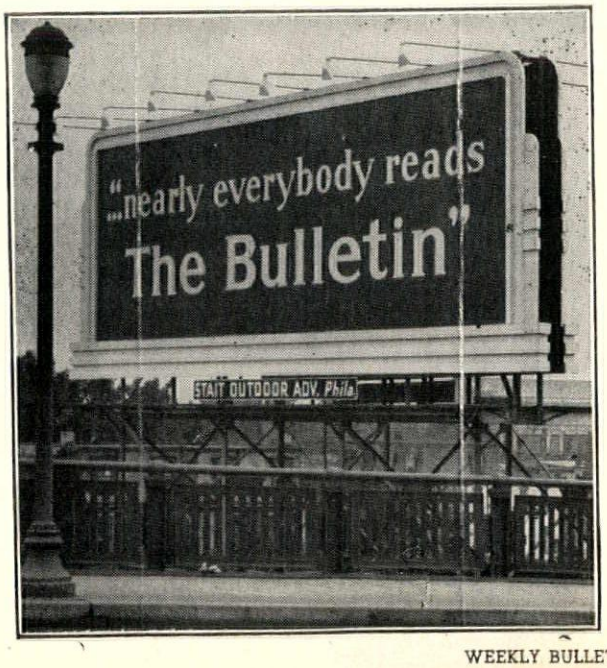
"Although a struggle was necessary to prove the need for city planning commissions, their usefulness is now generally accepted.

"Actually, the master plan made by the commission is the pattern within which the public and private interests must operate. It establishes the framework; other must act to fill in the details which concern them.

"There is tendency, nevertheless, on the part of some, especially owners of property, to feel that all needed planning is the responsibility of the official city planning commission. Where the size of a municipality is great, it should be obvious that to do a complete job of planning, including the replanning and reconstruction of whole areas of private properties, would require a staff so large as to be unwieldy and destructive to initiative.

"It is accordingly becoming evident that in order to maintain initiative and in order to provide for the details of the city plan, some technique must be developed which will permit local groups of property owners and the local citizenry to undertake the task of analysis of their own districts, with which they are familiar, and enable them to suggest plans to their planning commission for the redevelopment of these localities."

Post-war construction will be one of the chief problems considered by the nation's architects at the Cincinnati convention. Dean MacCornack will preside at a session of the Institute on Thursday, May 27, when a planning program designed to meet the peacetime needs of the country will be presented by the committee. Discussion will be led by representatives of labor, industry, government, planning, and finance.



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NATION'S ARCHITECTS IN ANNUAL MEETING

Pre-Convention meetings of groups affiliated with The American Institute of Architects are being held Sunday and Monday at the Netherland Plaza Hotel, in Cincinatti, preparatory to the Institute's 75th Annual Meeting, to open there Tuesday.

The organizations interested in architectural education and registration include the National Architectural Accrediting Board, the Association of Collegiate Schools of Architecture, and the National Council of Architectural Registration Boards. An exhibition of drawings submitted in examinations on design, from various states, is being held in connection with the meetings.

Shreve

The opening session of the Institute Convention, Wednesday morning, will be presided over by Richmond H. Shreve, Institute president. Charles F. Cellarius, regional director, of Cincinnati, will preside at a luncheon Wednesday, under the auspices of the Institute's Great Lakes District, which includes Indiana, Kentucky, Ohio and Michigan.

Shreve, whose New York firm of Shreve, Lamb & Harmon designed the Empire State Building, was a member of the Board of Design for the New York World's Fair, 1939 and 1940. He was Chairman of the Board of Design for "Parkchester," the world's largest housing project, in the Bronx, accommodating some 42,000 people. In recent years his firm has been identified with large defense projects, including the outlying defense base of the U. S. in Newfoundland. Having served two terms as president of the Institute, Shreve is not a candidate for re-election.

The Annual Meeting, which will continue through Friday, will deal chiefly with the architectural profession and war service, post war reconstruction and architecture after the peace.

Raymond J. Ashton, of Salt Lake City, Utah, has been nominated for president to succeed Shreve; Walter R. MacCornack, of Cambridge, Mass., for re-election as vice-president; Alexander C. Robinson III, of Cleveland, Ohio and Ralph Walker, of New York, N.Y., for secretary and James R. Edmunds, of Baltimore, Md., for treasurer.

At 11:00 a.m. Thusrday, vice-president MacCornack will report as chairman of the Institute's post war reconstruction committee and a discussion to follow will be entered into by labor, industry, government, planning and financing interests.

Thursday noon the architects will join with their affiliate, the Producers' Council for a luncheon program, while Thursday afternoon MacCornack will conduct an open forum on the Architectural Profession in the Post War Era.

Thursday evening will be the occasion of the Institute's annual dinner and Friday will be devoted to reports and unfinished business.

The officers and executive committee of the Cincinnati Chapter of the Institute, who are in charge of local arrangements for the meeting are Standish Meacham, President; George Marshall Martin, vice-president; John W. Becker, secretary; George Garties, treasurer; Russel S. Potter, George F. Roth, Jr., and Charles R. Strong, directors.

Delegates from the Detroit Chapter, A.I.A., include Wells I. Bennett, Kenneth C. Black, L. Robert Blakeslee, Clair W. Ditchy, Robert B. Frantz, Branson V. Gamber,

See ANNUAL MEETING—Page 3

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(ANNUAL MEETING—Continued from Page 1)

Talmage C. Hughes, Emil Lorch, George F. Diehl and Amedeo Leone.

Those representing the Michigan Society of Architects are C. William Palmer, Earl W. Pellerin, John C. Thornton, Alvin E. Harley, George M. McConkey, Frederick C. O'Dell, R. V. Gay and Donald S. Kimball.

These delegates met Wednesday and completed plans for their part in the convention program, principal interest of which centers around post war planning. MacCornack has stated that effort will be directed, not in issuing a statement on any and all subjects representing the details of a program, but rather to organize the Institute, chapter by chapter, to take part in a vigorous attack on this rebuilding program immediately after the annual meeting.

"Michigan architects have organized for this purpose and will pursue the program with vigor," Edward Kapp, president of the Detroit Chapter, stated in announcing that Branson V. Gamber, Aloys Frank Herman and Arthur K. Hyde had been appointed as the Chapter's Committe. John C. Thornton, president of the Michigan Society of Architects, announced his committee as Ralph W. Hammett, Clair W. Ditchy, Lewis J. Sarvis, Chris Stebetee, Joseph C. Goodeyne, Darrich Hubert, Clarence Rosa, Kenneth C. Welch, Branson V. Gamber and Buford L. Pickens.

L. Robert Blakeslee, president of the society's Detroit Division, has appointed Buford L. Pickens, Suren Pilafian and Richard Fernbach.

These committees will be coordinated to work with Mayor Jeffries' post war planning committee, with the Engineering Society of Detroit and others.

J. H. Hunt, Chairman of the New Devices Division of General Motors, heads a post war exploratory committee for the Engineering Society of Detroit. He has appointed a sub-committee on building construction headed by Stirton and including Ditchy, George J. Haas, T. P. Brown and Talmage C. Huges. One of the subjects being considered by this sub-committee is prefabrication.

The committee believes that no revolutionary movement is likely to occur in the building industry.

"Most such promises have been made by one man about another's product," Haas stated, in pointing out that extravagant statements could be harmful.

"If, after the war, people believe that we are on the threshold of great new developments that will render conventional houses obsolete overnight they will be inclined to await for something that is not likely to happen," he concluded.

Stirton offered as a basis for discussion the following:

What It Means

Definition: Pre, a prefix denoting priority, *Fabricate*, to make according to standardized specifications. (Webster)

According to Prefabricated Home Manufacturer's Association, "Dedicated to the advancement of health, happiness and security for increasing numbers of families by making available homes of greater quality, comfort and economy thru the application of modern mass-production methods."

Prefabrication is all things to all men, a source of confusion to many. Some views:

1. It turns a scattered, handicraft industry into Big Business.
2. For some manufacturers, a tremendous big market for their specialties.
3. Complete flexibility for the building industry through the use of standardized parts.
4. The technological millenium where everyone has color television, automatic laundry, air conditioning, airport, etc,
5. A Revolutionary change in land development and house financing through separation of house and site.
6. Only hope of building industry's sustained development after the war.

Why It Exists

The pressure which has kept the prefabrication movement going is the problem that has vexed building for more than a decade, the problem of producing houses within the reach of the mass marked.

In varying degrees it has existed through the entire history of building. Sun dried bricks, etc.

Present movement received its original impetus from the depression.

A Faulty Comparison

Mass-production being so closely associated with the automobile it is common habit to draw a comparison between the automobile and prefabrication of homes.

When an automobile reaches the end of the assembly line it is complete and on wheels, it can be driven away into use. When a prefabricated house reaches the end of the assembly line it is only half complete. It must be transported to the site and assembled into the community. The package house must include the land.

Eessentially agricultural in background, people desire to own land. They become attached to their homes. An outmoded auto is turned in on a new one without hesitancy.

A point of comparison: In 1905 Ford sold for $1,200 a very crude, 2-cylinder, open top, car. But it could do things that a carriage could not. If a prefabricated house can be demonstrated to be better in certain ways than a conventional house it will sell. These early autos were always breaking down. "Get a Horse," was the cry of the skeptical. At the present moment that same failure in performance is typical of prefabrication.

What It Is Doing at Present

The Architectural Forum says "National Defense may do for Prefabrication what World War I did for the aircraft industry—raise it from infancy to adolescense in no time."

It is certain that a great stimulus has been given the movement by Government assignment of thousands of contracts. It is a question whether lower Government standards may not reflect on the future of prefabrication. The units built now will have a direct bearing on the public recognition of the method.

Prefabrication has demonstrated through these projects that it can quickly build houses that can be de-mounted and re-erected. That it can produce units adaptable to various types of building. It has yet to prove that it saves money as well as time.

It is questionable whether they are providing anything but a minimum standard.

Disadvantages developing are the monotonous regularity of similar units, the difficulty of adapting the same unit to various sites, the irregularities evident in field assembly of prefabricated units manufactured under wider tolerances than desirable. In many prefabrication plants the controls of exactitude of mass-production have not been established.

How Does It Differ From Conventional Construction

It is a reasonable suggestion that present day prefabrication is merely another aspect of conventional construction. Most of the so-called prefabricated houses now being built depend on the panel system. That is the houses are prefabricated in larger units than hitherto and field assembly simply involves the handling of fewer, larger units.

Pre-cut studs or stock units are nothing new. The improved techniques of manufacturers of building boards in which a complete room wall can now be made of a single sheet is a natural development and permits greater degree of prefabrication.

Any savings in cost in this system of prefabrication are no greater than to be expected from the conventional construction of a larger number of similar units. This has been demonstrated by independent building operators.

Unless the completed house is delivered from the factory to the site without field assembly, it will differ from conventional construction in degree only.

If the completed homes are all the same, the savings of mass-production will reflect themselves on the job regardless of method.

Examination of Construction systems:

There are as many types of construction systems as there are manufacturers, in general, however, they fall into the following classifications:

1. Mast Hung. Dymaxion.
2. Shape engineering. Monocoque.
3. Stressed Skin.
4. Mechanical core.
5. Modified conventional.

All of these systems of course involve the use of certain favorite materials, such as concrete, steel, wood, plastic. There is no necessity to discuss these methods in detail. The main issue is whether they will provide an engineered home at a lower cost not simply providing minimum requirements for the same money. The materials themselves will dictate where they shall be used and a combination of systems and materials will probably be a natural development.

Such an outgrowth of diversified prefabricated products can mean establishment of concerns which control the entire assembly of the house as well as greater flexibility and lower cost to builders of conventional homes.

Who Is the Prefabricator

There are three general types of prefabrication construction organizations.

1. Houses completely made in factory, delivered to site complete.
2. Made in factory and assembled at site.
3. Made at site and assembled at site.

Thus it is not necessary that the original manufacturer become the actual erector. In fact that is at present demonstrated to be the exception rather than the rule. Here again the suggestion is made that unless the house is a finished factory product as (1) how does prefabrication differ from conventional construction except as an application of mass-production efficiency to more items and greater degree.

A natural result of present methods embodying the advantages claimed for prefabrication with those of conventional site adaptation would be a combination of the two. Thus conventional construction with prefabricated units;closets, pantry units, doors complete with hardware in frames, plumbing assemblies, kitchen units, heating, lighting and other mechanical features, varying in selection but produced with the savings of mass-production may be the solution to both the conventional builder and the prefabricator as an assembly contractor,

Perhaps the Government will become the greatest prefabricator of all as a result of a socialized program of providing homes for those of the low income brackets.

Merchandising and Financing

If it is true that building operators may become the field erectors of prefabricated homes, they in turn will be the chief outlet.

Department stores are already entering the field.

Building material dealers would be natural outlets.

The original prefabricator of couse.

Financing would be as at present except that the manufacturing concerns themselves may find it expedient to enter the field.

Its Future After the War:

Our homes of the future, whether prefabricated or not, will be more comfortable and convenient to live in.

This war must bring food, clothing and shelter to men all over the world and they must be fit for human use.

Prefabrication will come out of the war stronger than it went in because:

1. It will have a vast reservoir of actual experience.
2. Its hotly contestd theories will have been tested.
3. It will have acquired considerable plant capital and more or less trained personnel.
4. Familiarity and acceptance by the public of the possibilities.

Both conventional and prefabrication construction will exist after the war as neither alone has the capacity to produce the homes demanded.

Prefabrication must overcome:

1. City code restrictions.
2. Labor union regulations.
3. Present excessive costs.
4. Lack of individuality of homes. No slum futures wanted.
5. Public education away from present individualistic attitude toward neighborhood. Integrated communities will provide variety even if homes are great deal alike.

Conclusion

The prefabrication industry must stand on its own feet, it is sufficiently established to be judged critically by accepted standards. Technically its development will devolve upon the question of cost rather than of speed. Certainly there is no reason why the quality of building should not be of the highest.

Its impact on the entire building industry will be felt in ever increasing degree by the measure in which research and development of standardized materials and modules can be adapted to any size house on any size lot.

Its goal must be the fulfilling of its associations motto: "—the advancement of health, happiness and security for increasing numbers of families by making available homes of greater quality, comfort and economy through the application of modern mass-production methods." And not, "Let the buyers beware."

THE ARCHITECTURAL FEE STRUCTURE

By Robert W. Dickerson, A.I.A., Cleveland, Ohio

The generally high interest value of the "Bulletin's" feature articles was further enhanced by R. Clipson Sturgis' able discussion of Architects' Fees in the May 4th issue.

That the whole fee structure for architectural services has long been in need of a constructive overhauling no thinking architect can question. The mental inertia by which the time-worn and scantily respected percentage basis has been perpetuated has scarcely added to our professional stature in the eyes of our clients and of the public in general.

The contract provision suggested by Mr. Sturgis whereby the 20% final payment on the fee becomes due in the event of the abandonment of the work seems to me to dispose of a serious weakness of the percentage system as it has generally operated in the past. In fact, without it Mr. Sturgis' system itself would provide a precarious payment basis for any but clients of high integrety.

The service which a competent architect renders to his client possesses no element of greater value than that represented by his skill as a planner. It may well happen that the most valuable contribution the architect can make is made in the very early stages of a project. It is, consequently, a sound arrangement which recognizes this fact, and so distributes or controls the payments of the fee that the architect is never in the position of having solved the basic elements of a project only to have it abandoned or, as has happened, become the victim of a horse trading client. In other words, planning skill and ideas have a value greatly in excess of drafting and routine production costs, and should be adequately protected.

A substantial retainer fee provides one answer, though one that is not warmly accepted by most clients. A step-up of the portion of the fee due at the end of the preliminary stage is another, but I believe that the 20% final payment reserve which Mr. Sturgis has applied to his own practice, plus the monthly payments on the fee, provides a reasonably adequate safeguard, and does it in a dignified and business-like manner.

I feel certain that this discussion of fees will provoke some constructive thought and not a little comment. It should.

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Oh! hell! What I am trying to say is, "Will see you in Cincinnati."

Lloyd W. McClenahan, A.I.A., Salt Lake City

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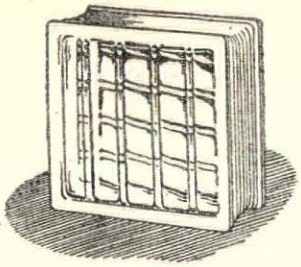

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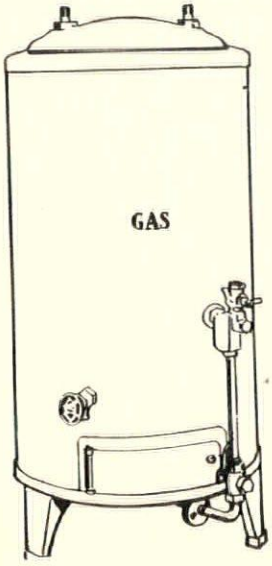

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